



HLC Accreditation 2020-2021

Evidence Document

Academic Affairs

Strategic Planning Committee

Strategic Planning Playbook Forward, Together...

Additional information: Written in October of 2018, this Playbook reflects reconstitution of the Strategic Planning Committee to enhance the diversity, quality and quantity of voices involved in creating paths to live the university mission. The newly adopted structure includes administrative support, a steering committee, and activations teams.



.....
WICHITA STATE
UNIVERSITY

STRATEGIC PLANNING PLAYBOOK

Forward, Together...

ADOPT. ENGAGE. ACTIVATE.

Like many of those who once walked its campus, Wichita State's strategic plan shoots for the stars and proves that the university's pioneering spirit is alive and well. At the heart of the plan are vision and mission statements which clearly state the university's desire to chart a new course for higher learning while remaining dedicated to serving as a lifeblood to the region and doing its part to provide the highest quality of life possible to those who call it home.



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OUR VISION

Wichita State University is internationally recognized as the model for applied learning and research.

OUR MISSION

The mission of Wichita State University is to be an essential educational, cultural and economic driver for Kansas and the greater public good

OUR IDEALS BEHIND THE BIG IDEAS

Honesty, integrity, truthfulness, personal responsibility, collegiality, knowledge creation and education are universal values that have always underlined the culture at Wichita State; however, to accomplish the goals set forth by the strategic plan, the following unique values have been identified as integral to its ultimate success.

- Seizing opportunities
- Success for all stakeholders
- Diversity of culture, thought and experience
- Adaptive approaches
- Teamwork
- Positive risk-taking

ONGOING GOALS



Guarantee an applied learning or research experience for every student by each academic program.



Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.



Be a campus that reflects —in staff, faculty and students—the evolving diversity of society.



Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.



Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.








Empower students to create a campus culture and experience that meets their changing needs.







Accelerate the discovery, creation and transfer of new knowledge.

2018-2019 PRIORITIES




ADVANCE A CULTURE OF SHARED GOVERNANCE BUILT ON TRUST AND INTEGRITY:

-  Promote the excellent work of faculty, staff and students
-  Promote Faculty, UP and USS Senate initiatives
-  Provide data to inform decision making
-  Support Innovation Advisory Council to create sustainable innovation
-  Assist with strategic planning 2.0



SUPPORT STRATEGIC ENROLLMENT INITIATIVES LEADING TO:


-  Increases in recruitment and retention
-  Rapid degree completion
-  Academic excellence supported by a vibrant liberal arts and sciences education
-  Increases in applied, accessible learning and research experiences leading to career success

INNOVATE ACADEMIC OFFERINGS FOR STUDENTS SEEKING NEW DEGREE OPTIONS OR ALTERNATIVE CREDENTIALS:

-  Increase new degree offerings and/or concentrations within degrees
-  Develop stackable credentials using badges and certificates
-  Experiment with micro-masters • Increase life-long learning options

EVALUATE NEW REWARD STRUCTURES FOR FACULTY IN TEACHING, RESEARCH AND SERVICE IN LIGHT OF THE CHANGING HIGHER EDUCATION LANDSCAPE:

-  Explore models of workload distribution to clarify teaching and research expectations
-  Embrace differences in workload orientation - Primarily teaching (with limited research/creative activity) assignments - Primarily research/creative activity (with limited teaching) assignments

-  Use the UNISCOPE model • Expand and improve professional development opportunities

ADOPTION








The goal of adoption is less about approvals and protocols and instead speaks to a campus community that activates the plan and intentionally works to move the plan forward. That said any recommendations resulting from this work will be shared with the campus community and approved by the President's executive team and the President. If significant changes are warranted, protocols will be followed to seek and received approval from the Kansas Board of Regents.


ENGAGEMENT

In October of 2018 the Strategic Planning Committee was reconstituted to enhance the diversity, quality and quantity of voices involved in creating paths to live the university mission. The newly adopted structure is multi-faceted and includes administrative support, a steering committee, and activations teams.

THE COMMITTEE

The SP Committee is charged to:

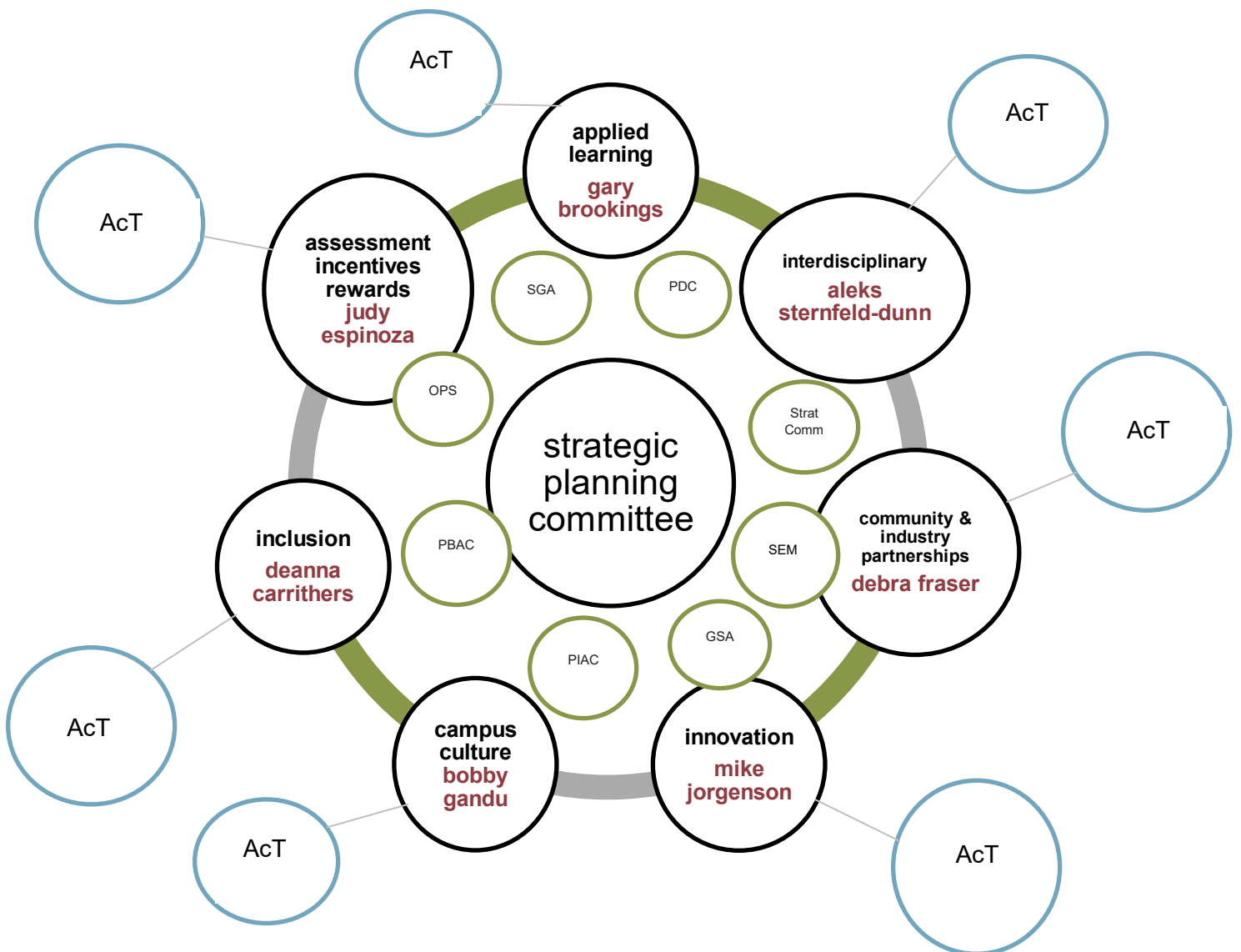
-  approve Goal-Focused Work Group recommendations and determine how to move forward;
-  ensure recommendations are forwarded to the appropriate person for final approval.
-  periodically review college strategic plans and updated strategic plans, to include:
 - Ensuring college and department plans are linked to University Strategic Plan
 - Ensuring colleges and departments engage in continuous improvement of their respective strategic plans
-  provide meaningful cross-campus conversation on strategic topics to demonstrate progress on the University's strategic plan,
-  engage in the strategic planning assessment process to monitor progress toward targets, to include:
 - Strategic Planning Dashboard
 - Areas for improvement
 - Coordinating University continuous improvement efforts
-  transfer implementation responsibility of the strategic plan to Provost, Deans, and Resource Partners
-  facilitate University Strategic Plan events (e.g. Fall Strategic Plan Annual Review, Spring Strategic Plan Forum)

 review University goals for needed revisions, to include additions, deletions or changes as appropriate.

The Strategic Planning Committee is led by the AVP of Academic Affairs and includes a representative from each of the following eight (8) *Cross-Cutting Initiatives*, the AVP of Academic Affairs and the chair of each of the eight (8) goal-focused Activation Teams:

CROSS-CUTTING INITIATIVES

- | | |
|------------------------------------------------|----------------------------------------------|
| Strategic Enrollment Management (SEM) | President’s Budget Advisory Committee (PBAC) |
| Strategic Communications | President’s Diversity Council (PDC) |
| University Operations (OPS) | Student Government Association Advisor (SGA) |
| President’s Innovation Advisory Council (PIAC) | Graduate Student Association Advisor (GSA) |



STRATEGIC ENROLLMENT MANAGEMENT (SEM) – CAROLYN SHAW

The Enrollment Management team has been charged to help WSU grow enrollment, promote WSU, serve all students and enhance every student's college experience. The work group comprises faculty and staff from a cross section of campus offices and colleges.

STRATEGIC COMMUNICATIONS – SHELLY COLEMAN-MARTINS

Strategic Communications leverages their wide range of creative and strategic expertise to help WSU offices maximize their marketing impact through varied services such as social media engagement, advertising, graphic design, video, photography, event planning and other efforts.

OPERATIONS SUSTAINABILITY (OPS) – ANNA LANIER

The office of Operations Sustainability ensures continuous Improvement and elimination of barriers to help establish procedural paths for repeated actions (efficiency and sustainability of those actions).

PRESIDENT'S INNOVATION ADVISORY COUNCIL (PIAC) - TBA

The President's Innovation Advisory Council reports directly to the President and provides bridges from the University to the broader community. They have a dual foci and charge: 1) to serve as an internal focus group providing feedback to Strategic Communications and 2) serve as an external focus group for community and industry entities who seek to partner with WSU.

PRESIDENT'S BUDGET ADVISORY COMMITTEE (BAC) - DAVID MILLER

The President's Budget Advisory Committee is charged with four specific responsibilities. The PBAC is to: suggesting budget priorities that are consistent with the institutional strategic plan, gather information regarding areas where long-term budget efficiencies might be achieved while increasing effectiveness in achieving strategic goals, suggest areas that might result in increased income that are consistent with the strategic plan, and communicate regularly with the campus regarding ideas and discussions.

PRESIDENT'S DIVERSITY COUNCIL (PDC) - KEVIN HARRISON

The Presidents Diversity Council is an advisory and leadership team responsible for developing, overseeing and monitoring University-wide efforts to achieve Wichita State University's commitment to diversity as a core institutional and educational value.

STUDENT GOVERNMENT ASSOCIATION (SGA) - NANCY LOOSLE

SGA empowers students to voice their opinions through campus committees and weekly public Senate meetings. SGA is governed by students and committed to student issues and concerns.

GRADUATE STUDENT ASSOCIATION (GSA) - KERRY WILKS





The Graduate Student Association at Wichita State University enhances the graduate student experience through a unilateral representative body which provides student input on the policies impacting health, finances, and personal and professional development. The GSA supports all graduate students and aims to provide networking

opportunities in the form of social events, professional development, and community engagement (on campus and in the city of Wichita and its surrounding communities)

THE ROLES

In addition to the representative members of the Strategic Planning Committee, there are Activation Team Chairs, Chair-elects, Activation Team Members and Strategic Planning Committee leadership involved in the strategic planning process.

RESPONSIBILITIES OF STRATEGIC PLANNING COMMITTEE MEMBERS

-  Commit to serve on the Strategic Planning Committee December 2018 - December 2019, which includes:
 - attending the monthly meetings of the Strategic Planning Committee (a tentative schedule is attached);
 - supporting the work of the activation teams by sharing information and resources as requested or needed;
 - sharing activation team recommendations with the full committee and other relevant university enterprises; and
 - assisting with the determination of groups/persons with whom the recommendations should be shared for further consideration or implementation;
-  Commit to attend Strategic Planning Town Halls, when possible.
 - October 25th 3:00 – 4:30 RSC Beggs Ballroom
 - November 5th (see attached schedule)
 - January TBA – A Trustworthy Process and Framework for Decision Making
 - April – Strategic Planning update
-  Commit to attend Activation Team Development Opportunities when possible. (TBD)
-  Commit to sharing your role and the progress of the work with faculty/staff/students and community members within your sphere of influence.

THE ACTIVATION TEAM CHAIRS

The chairs serve a one year term on the strategic Planning Committee and in leadership for their respective Activation Team. At the conclusion of the calendar year, the chair-elect ascends to the chair position and a chair-elect will be selected from the Activation Team.

The chairs for 2019 are:

APPLIED LEARNING: Guarantee an applied learning or research experience for every student by each academic program.

| | |
|------------|----------------------|
| Leadership | Gary Brookings Chair |
|------------|----------------------|

INTERDISCIPLINARY: Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

| | |
|------------|----------------------------|
| Leadership | Aleks Sternfeld-Dunn Chair |
|------------|----------------------------|

COMMUNITY & INDUSTRY PARTNERSHIPS: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

| | |
|------------|--------------------|
| Leadership | Debra Fraser Chair |
|------------|--------------------|

INNOVATION: Accelerate the discovery, creation, and transfer of new knowledge.

| | |
|------------|---------------------|
| Leadership | Sue Abdinnour Chair |
|------------|---------------------|

CAMPUS CULTURE: Empower students to create a campus culture and experience that meets their changing needs.

| | |
|------------|-------------------|
| Leadership | Bobby Gandu Chair |
|------------|-------------------|




INCLUSION: Be a campus that reflects—in staff, faculty, and students—the evolving diversity of society.

| | |
|------------|---------------------------|
| Leadership | Deanna Carrithers - Chair |
|------------|---------------------------|

ASSESSTMENT/INCENTIVES/REWARD: Create a new model of assessment, incentive, and reward processes to accomplish our vision and goals.

| | |
|------------|-----------------------|
| Leadership | Judy Espinoza - Chair |
|------------|-----------------------|

RESPONSIBILITIES FOR ACT CHAIRS INCLUDE:

-  Commit to chairing the Applied Learning Activation Team December 2018-December 2019 (with support from Chair-Elect, John Perry) including:
 - o recommending persons to serve on the Team (The responsibility to fill the team is a shared one. My office will assist with this task.);
 - o leading your team through a SWOT analysis and asset map (SP 2019) for your assigned ongoing goal;
 - o attending the monthly meetings of the Strategic Planning Committee (a tentative schedule is attached.)
-  Commit to serve on the Strategic Planning Committee December 2018 - December 2019, which includes:
 - o sharing Activation Team recommendations with the full committee;
 - o assisting with the determination of groups/persons with whom the recommendations should be shared for further consideration or implementation; and
 - o attending the monthly meetings of the Strategic Planning Committee (a tentative schedule is attached.)
-  Commit to attend Strategic Planning Town Halls, when possible.
 - o October 25th 3:00 – 4:30 RSC Beggs Ballroom
 - o November 5th (see attached schedule)
 - o January TBA – A Trustworthy Process and Framework for Decision Making
 - o April – Strategic Planning update
-  Commit to attend Activation Team Development Opportunities when possible. (TBD)
-  Commit to sharing your role and the progress of the work with faculty/staff/students and community members within your sphere of influence.

THE ACTIVATION TEAM CHAIR- ELECTS ARE:

APPLIED LEARNING: Guarantee an applied learning or research experience for every student by each academic program.

| | |
|-------------------|------------------------|
| Leadership | John Perry Chair-elect |
|-------------------|------------------------|

INTERDISCIPLINARY: Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

| | |
|-------------------|-----------------------------|
| Leadership | Mark Vermillion Chair-elect |
|-------------------|-----------------------------|

COMMUNITY & INDUSTRY PARTNERSHIPS: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

| | |
|-------------------|-------------------------|
| Leadership | Clay Stoldt Chair-elect |
|-------------------|-------------------------|

INNOVATION: Accelerate the discovery, creation, and transfer of new knowledge.

| | |
|-------------------|-------------------------------|
| Leadership | Tonya Witherspoon Chair-elect |
|-------------------|-------------------------------|

CAMPUS CULTURE: Empower students to create a campus culture and experience that meets their changing needs.

| | |
|------------|-------------------------|
| Leadership | Bobby Berry Chair-elect |
|------------|-------------------------|

INCLUSION: Be a campus that reflects—in staff, faculty, and students—the evolving diversity of society.

| | |
|------------|--------------------------|
| Leadership | Gery Markova Chair-elect |
|------------|--------------------------|

ASSESSMENT/INCENTIVES/REWARD: Create a new model of assessment, incentive, and reward processes to accomplish our vision and goals.

| | |
|------------|-----|
| Leadership | TBD |
|------------|-----|

RESPONSIBILITIES FOR ACT CHAIR-ELECTS INCLUDE:

-  Commit to serve on the Activation Team December 2019 - December 2020, which includes:
-  Commit to attend Strategic Planning Town Halls, when possible.
 - October 25th 3:00 – 4:30 RSC Beggs Ballroom
 - November 5th
 - January TBA – A Trustworthy Process and Framework for Decision Making
 - April – Strategic Planning update
-  Commit to attend Activation Team Development Opportunities when possible. (TBD)
-  Commit to sharing your role and the progress of the work with faculty/staff/students and community members within your sphere of influence.

COMMITTEE LEADERSHIP





The strategic planning process is a function of the Office of the Academic Affairs and is the responsibility of the Assistant Vice President for Academic Affairs (AVP). The ongoing responsibilities of the AVP include:

- Monitor [Strategic Planning Dashboard](#) and update metrics
- Write [Annual Strategic Plan Report](#)
- Provide ownership of and updates to [WSU Strategic Plan](#) website content
- Schedule review of college and other University departments updated strategic plans to ensure plans are linked to University Strategic Plan and continuous improvement of the respective plans

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ENGAGEMENT (THE WORK)

Engaging the University and community in the work of creating direction for our shared futures is the work. This structure has been created to enhance opportunities for diverse voices to have active engagement with the process of planning. Success in the first year will ensure:

-  Expanded discussions across campus and the community
-  More inclusiveness in dialogue and action around innovation and sustainability
-  More concrete and common understandings of terms, goals, etc. through examples of specific actions and initiatives
-  Provide more resources for people feel supported and confident to take new steps to advance the Strategic Plan goals

ACTIVATION TEAM CREATION

AcTs comprise a chair and a chair elect, both appointed by the Provost, and at least four faculty members, 4 staff members, and 4 community members. Invitation to the AcT is open and regular. It is the joint responsibility of the AcT leadership, the strategic Planning Committee and the AVP to ensure that there is diverse representation of thought and experience on each AcT.




AcT meetings will be held simultaneously and in the same locations when possible.

Leadership capacity building and decision making framework training will be provided to the teams prior to and throughout their activities.

Success in the first year will ensure:

- Expanded discussions across campus and the community
- More inclusiveness in dialogue and action around innovation and sustainability
- More concrete and common understandings of terms, goals, etc. through examples of specific actions and initiatives
- Provide more resources for people feel supported and confident to take new steps to advance the Strategic Plan goals











ACTIVATION TEAM SUCCESS & DESIRED OUTCOMES

-  To ensure Transparency & Communication in each Work Group:
-  As stated in the Strategic Plan, it is expected that Wichita State University faculty, staff, and students will display honesty and truthfulness in all their actions. All are expected to show individual initiative as well as cooperative interaction among colleagues in accomplishing the goals of Wichita State University.
-  Two-way communication must be embraced by displaying individual initiative and cooperative interaction among colleagues. Regardless of the role you play during

the Strategic Planning process here are the expectations for you as a communicator to embrace and activate:

- Play an active role in communicating with others
- Stay current with WSU information and initiatives
- Ask questions
- Listen for understanding and take action or elevate
- Be respectful with others
- Participate effectively in work conversations
- Leverage your network and small group communication (Strategic Communications will continue broad messaging)
- Use communications to improve results

Each AcT will prepare a report that responds to **questions** that were the basis for their **crucial conversations**. Those questions, noted below will provide the Strategic Planning Committee with recommendations for further work. Those questions are noted below:

-  What stakeholders exist who have a piece of this goal?
-  What duplication related to the goal exists across the University?
-  Are there any gaps of service or responsibility related to this goal?
-  What community and regional support exist for this goal?
-  What is preventing progress on this goal?
-  Who can help facilitate progress on this goal?
-  What are we going to stop doing to accomplish this goal?
-  How and where does this goal build value?
-  Should we continue to pursue this goal? If yes, why? If not, why not?
-  Does this goal need to be revised? If so, how and why?

In preparation for the reporting, each AcT will engage in a **SWOT Analysis** that consists of the following and answers the following questions:

How should we...





- leverage our strengths?
- address critical weaknesses (areas for improvement)?
- take advantage of the external opportunities?
- mitigate the external threats?

Guarantee an applied learning or research experience for every student by each academic college.









The purpose of this goal is to ensure that every student who graduates from Wichita State University experiences applied learning or translational research across all of their studies. This goal will be a condition of graduation rather than merely an opportunity. Applied learning and research will be infused throughout students' educational experiences. Real world experience (experiential learning) that allows students to develop and apply their skill sets will be incorporated into the curriculum of each academic unit. This goal is not achieved by simply offering a capstone course or a graduate project. It is not the sole responsibility of the Office of Cooperative Education and Work-Based Learning or some other program on campus. Rather it is the responsibility of each and every academic program to ensure that all students who come through their program apply their skill set in real world contexts. The achievement of this goal will look different in every program.


This may seem like an obstacle for some. It is not—it is an opportunity. It is an opportunity to change our way of thinking and achieve our vision of being the model for applied learning and research. It challenges us to move our academic programs from “in curriculum” to “designed by the student.”

THE ACHIEVEMENT OF THIS GOAL WILL REQUIRE:


-  faculty professional development to improve the skills to infuse applied learning and research into the curriculum.
-  development of cross discipline and community partnerships.
-  changes in teaching delivery methods. Wichita State University is behind in delivery technologies such as distance learning.
-  the need to be proactive rather than merely reactive.


QUESTIONS THAT NEED TO BE ASKED TO ACHIEVE THIS GOAL INCLUDE:


-  How does our academic program accomplish this goal?
-  What do applied learning and translational research mean to each student services and support services unit?
-  With what portfolio (both visual and intellectual) will students exit the university?
-  How does our academic program or department add to this portfolio?
-  How do we infuse this concept of application into the curriculum rather than add it to our program?
-  What might we need to let go of to make this goal possible?
-  What partnerships across disciplines or with the community, or both, need to be developed? Ask ourselves, “Where would our students work?”
-  What partnerships between academic units and support staff need to be cultivated?


 If we think we are already providing applied learning or translational research opportunities for students, how do we take it to the next level?


THE MEASURES OF SUCCESS FOR THIS GOAL INCLUDE THAT EVERY:


 academic program explains, in specific terms, the applied learning and research

 experienced by every student who takes its classes.

 department ensures that it adds to every student's visual and intellectual exit portfolio.





 academic program explains, in specific terms, how applied learning and research are infused into its curriculum.

 department explains how it restructured itself to guarantee every student an applied learning or research experience.






 department identifies partnerships it created with other disciplines, support staff, or the community to create applied learning and research experiences for all students.

Answer the crucial conversation questions and conduct a SWOT analysis.







STRENGTHS ANALYSIS: Internal factors that are likely to have a positive effect on achieving the strategic goal

-  What activities do we do well related to this goal?
-  What qualities of this goal separate us from other universities (especially peer and aspirational universities)?
-  What internal resources do we have to accomplish this goal?
-  What tangible assets do we have that help accomplish this goal?

WEAKNESSES ANALYSIS: Internal factors that are likely to have a negative effect on achieving the strategic goal

-  What do we lack to accomplish this goal?
-  What do other universities do better than us related to this goal (especially peer and aspirational universities)?
-  What do we not do well that is holding us back from accomplishing this goal?
-  What internal resources are we lacking to accomplish this goal?
-  What tangible assets are we lacking to accomplish this goal?

THREATS: External factors that are likely to have a negative effect on achieving the strategic goal










-  What trends in higher education do not support this goal or make accomplishment of this goal challenging?
-  What economic trends (local, regional, and national) do not support this goal or make accomplishment of this goal challenging?
-  What in the political environment does not support this goal or makes accomplishment of this goal challenging?
-  What in the social environment does not support this goal or makes accomplishment of this goal challenging?
-  What demographic changes make accomplishment of this goal challenging?
-  What funding from the state and other possible funding sources are at risk in accomplishing this goal?

PIONEER AN EDUCATIONAL EXPERIENCE FOR ALL THAT INTEGRATES INTERDISCIPLINARY CURRICULA ACROSS THE UNIVERSITY.







The intent of this goal is to ensure integration of learning to develop critical thinking skills in students. Students need to be able to make important connections between their field and how it influences society and culture. Students need to be able to write about and for their professions.




This goal is different than General Education requirements. It is more than sending a student over to another department to take a class. This goal will require faculty to work across disciplines to create an integrated student experience. It will be imperative to use transformational approaches to integrate curricula rather than merely “adding on” classes.

The achievement of this goal will require:

-  discovery and elimination of duplications in curricula.
-  faculty professional development to cultivate the skills to engage in
-  interdisciplinary curriculum development.
-  professional development for faculty, staff, and administration to enhance the ability to teach and model critical thinking skills.
-  staff and administrative support of interdisciplinary curriculum development.
-  changes in teaching delivery methods. Wichita State University is behind in delivery technologies such as distance learning.
-  creation of appealing spaces for faculty collaboration, available 24 hours a day, 7 days a week.
-  colleges to change their advising processes and class prerequisites.
-  rewards for faculty, staff, and administrators who work on the development of interdisciplinary initiatives.





Questions that need to be asked to achieve this goal include:

-  What might we give up or integrate to achieve this goal (e.g., ownership, control, credit)?
-  What must be included to obtain a degree? What can we give up or should we add to integrate with other programs?
-  What are our students lacking in order to be successful in their fields?
-  What is the real world application?
-  Where are the natural interdisciplinary connections?
-  The measures of success for this goal include that every:






-  academic program explains, in specific terms, its development of an integrated interdisciplinary curriculum.
-  academic program identifies its cross disciplinary faculty partnerships.
-  department explains, in specific terms, how it creates and supports an educational experience for all that integrates interdisciplinary curricula across the university.

Answer the crucial conversation questions and conduct a SWOT analysis.







STRENGTHS ANALYSIS: Internal factors that are likely to have a positive effect on achieving the strategic goal

-  What activities do we do well related to this goal?
-  What qualities of this goal separate us from other universities (especially peer and aspirational universities)?
-  What internal resources do we have to accomplish this goal?
-  What tangible assets do we have that help accomplish this goal?


WEAKNESSES ANALYSIS: Internal factors that are likely to have a negative effect on achieving the strategic goal


-  What do we lack to accomplish this goal?
-  What do other universities do better than us related to this goal (especially peer and aspirational universities)?
-  What do we not do well that is holding us back from accomplishing this goal?
-  What internal resources are we lacking to accomplish this goal?
-  What tangible assets are we lacking to accomplish this goal?


OPPORTUNITIES ANALYSIS: External factors that are likely to have a positive effect on achieving the strategic goal


-  What trends in higher education support this goal?
-  What economic trends (local, regional, and national) support this goal?
-  What in the political environment supports this goal?
-  What in the social environment supports this goal?
-  What demographic changes support this goal?
-  What funding supports this goal from the state and other possible sources?


THREATS: External factors that are likely to have a negative effect on achieving the strategic goal


-  What trends in higher education do not support this goal or make accomplishment of this goal challenging?

-  What economic trends (local, regional, and national) do not support this goal or make accomplishment of this goal challenging?

-  What in the political environment does not support this goal or makes accomplishment of this goal challenging?

-  What in the social environment does not support this goal or makes accomplishment of this goal challenging?





-  What demographic changes make accomplishment of this goal challenging?

-  What funding from the state and other possible funding sources are at risk in accomplishing this goal?




CAPITALIZE SYSTEMICALLY ON RELEVANT EXISTING AND EMERGING SOCIETAL AND ECONOMIC TRENDS THAT INCREASE QUALITY EDUCATIONAL OPPORTUNITIES.

The purpose of this goal is to ensure that all new initiatives are tied to existing and emerging social, business, technology, demographic, policy, and economic trends. It implies a systemic approach to identifying and exploiting existing and emerging trends to provide high quality educational opportunities.



THE ACHIEVEMENT OF THIS GOAL WILL REQUIRE:

-  review of over and undersubscribed programs.
-  reallocation of funds.
-  new ways of delivering education. Wichita State University is behind in delivery technologies such as distance learning.
-  new infrastructure.

QUESTIONS THAT NEED TO BE ASKED TO ACHIEVE THIS GOAL INCLUDE:

-  What does this goal mean for our department?
-  How do we identify relevant existing and emerging social, business, technology, demographic, policy, and economic trends?
-  How do we increase enrollment by being more relevant?


THE MEASURES OF SUCCESS FOR THIS GOAL INCLUDE THAT EVERY NEW INITIATIVE:

-  be judged on its relevance.
-  capitalizes on an existing or emerging social, business, technology, demographic, policy, or economic trend.


Answer the crucial conversation questions and conduct a SWOT analysis.

STRENGTHS ANALYSIS: Internal factors that are likely to have a positive effect on achieving the strategic goal






 What activities do we do well related to this goal?

 What qualities of this goal separate us from other universities (especially peer and aspirational universities)?

 What internal resources do we have to accomplish this goal?

 What tangible assets do we have that help accomplish this goal?

WEAKNESSES ANALYSIS: Internal factors that are likely to have a negative effect on achieving the strategic goal

-  What do we lack to accomplish this goal?
-  What do other universities do better than us related to this goal (especially peer and aspirational universities)?
-  What do we not do well that is holding us back from accomplishing this goal?
-  What internal resources are we lacking to accomplish this goal?
-  What tangible assets are we lacking to accomplish this goal?

OPPORTUNITIES ANALYSIS: External factors that are likely to have a positive effect on achieving the strategic goal






- What trends in higher education support this goal?
- What economic trends (local, regional, and national) support this goal?
- What in the political environment supports this goal?
- What in the social environment supports this goal?
- What demographic changes support this goal?
- What funding supports this goal from the state and other possible sources?

ACCELERATE THE DISCOVERY, CREATION AND TRANSFER OF NEW KNOWLEDGE.



The purpose of this goal is to increase the quantity and quality of research projects that advance knowledge, produce intellectual property, and result in the transfer of knowledge for practical application. No one knows what knowledge will be needed 50 years from now. We do know, however, that the creation of new knowledge and ideas is crucial to improving educational, cultural, and economic well-being for the state of Kansas and the greater public good. Research efforts that advance knowledge, enhance Wichita State University's reputation, attract funding, or lead to new products that benefit society will be developed, supported, and accelerated.

Connected to new knowledge discovery and creation is research that results in new inventions, innovations, and technologies that can, more immediately, be marketed. Research efforts that result in income from the transfer of knowledge for practical application as a consequence of innovations, new inventions, or creative use of existing technologies will be developed, supported, and accelerated.






THE ACHIEVEMENT OF THIS GOAL WILL REQUIRE:

-  financial support of basic research projects.
-  financial support of projects that transfer knowledge for practical application.
-  allocated time for researchers and staff to devote to basic research projects.
-  allocated time for researchers and staff to devote to projects that transfer knowledge for practical application.
-  collaboration with work group #3 to identify potential industry partners for research projects.


QUESTIONS THAT NEED TO BE ASKED TO ACHIEVE THIS GOAL INCLUDE:


-  Is our department engaging in or supporting research efforts that advance knowledge, enhance Wichita State University's reputation, attract funding, lead to new products that benefit society, or result in income from the transfer of knowledge for practical application?
-  Is our department increasing the quantity and quality of our research projects that advance knowledge, produce intellectual property, or result in the transfer of knowledge for practical application?

THE MEASURES OF SUCCESS FOR THIS GOAL INCLUDE:

-  an increase in the number of high quality refereed journal articles.
-  an increase in the number of articles in high quality practitioner publications.
-  an increase in the frequency with which Wichita State University is cited by media outlets in relation to research efforts and the transfer of knowledge for practical application.
-  an increase in the number of patents awarded to Wichita State University.
-  an increase in the number and quality of collaborative partnerships with industry and private sector enterprises.

STRENGTHS ANALYSIS: Internal factors that are likely to have a positive effect on achieving the strategic goal






 What activities do we do well related to this goal?

 What qualities of this goal separate us from other universities (especially peer and aspirational universities)?

 What internal resources do we have to accomplish this goal?

 What tangible assets do we have that help accomplish this goal?






WEAKNESSES ANALYSIS: Internal factors that are likely to have a negative effect on achieving the strategic goal

-  What do we lack to accomplish this goal?
-  What do other universities do better than us related to this goal (especially peer and aspirational universities)?
-  What do we not do well that is holding us back from accomplishing this goal?
-  What internal resources are we lacking to accomplish this goal?
-  What tangible assets are we lacking to accomplish this goal?





EMPOWER STUDENTS TO CREATE A CAMPUS CULTURE AND EXPERIENCE THAT MEETS THEIR CHANGING NEEDS.

The intent of this goal is to create connections between students in ways that they want to connect. In other words, this goal means stepping away from dictating to students what they should want, or what we think they want, in a student experience. Rather, empower students to create a Wichita State University campus culture and experience where they want to come to class and then “hang-out.” They must be provided reasons to stay on campus. These reasons can come in the form of classroom experiences or other campus activities. The accomplishment of this goal will be the responsibility of every department (i.e., administrative, academic, support, and operational departments), rather than merely the responsibility of Student Life. Wichita State University will look less like a traditional commuter college and become a destination.




THE ACHIEVEMENT OF THIS GOAL WILL REQUIRE:

-  creating enticing spaces for students, available 24 hours a day, 7 days a week.
-  engaging students in conversations about their needs.
-  providing a sense of empowerment to students.
-  listening to students about their perceptions of safety issues on the Wichita State University campus and surrounding neighborhoods.
-  providing resources and development opportunities for faculty, staff, and administrators that help them engage and listen to students.

QUESTIONS THAT NEED TO BE ASKED TO ACHIEVE THIS GOAL INCLUDE:







-  What must “I” do to empower students?
-  What are the needs of faculty and staff to accomplish this goal?
-  What are the resources we already have to make this happen?
-  What type of campus culture and experience do students desire? What classroom, support and student services, and student life activities will create this culture and experience?

THE MEASURES OF SUCCESS FOR THIS GOAL INCLUDE THAT:







-  campus gathering spaces—large and small—are filled with students on a regular basis.
-  students identify Wichita State University as a destination for more than class attendance.
-  students feel safe as they go about their activities associated with the campus.

Answer the crucial conversation questions and conduct a SWOT analysis.

OPPORTUNITIES ANALYSIS: External factors that are likely to have a positive effect on achieving the strategic goal

-  What trends in higher education support this goal?
-  What economic trends (local, regional, and national) support this goal?
-  What in the political environment supports this goal?
-  What in the social environment supports this goal?
-  What demographic changes support this goal?
-  What funding supports this goal from the state and other possible sources?

THREATS: External factors that are likely to have a negative effect on achieving the strategic goal

-  What trends in higher education do not support this goal or make accomplishment of this goal challenging?
-  What economic trends (local, regional, and national) do not support this goal or make accomplishment of this goal challenging?
-  What in the political environment does not support this goal or makes accomplishment of this goal challenging?
-  What in the social environment does not support this goal or makes accomplishment of this goal challenging?
-  What demographic changes make accomplishment of this goal challenging?
-  What funding from the state and other possible funding sources are at risk in accomplishing this goal?

BE A CAMPUS THAT REFLECTS—IN STAFF, FACULTY AND STUDENTS—THE
EVOLVING DIVERSITY OF SOCIETY.

Wichita State University cannot fulfill its mission without executing this goal. We learn by being in a diverse setting. Diversity is imperative for the growth of the university. The purpose of this goal is to ensure that the composition of the faculty, staff, and students at Wichita State University mirrors the variety of the types of people found in society, especially race and gender.

THE ACHIEVEMENT OF THIS GOAL WILL REQUIRE:

- changes in how we look to those we want to reach.
- identification of society's diversity we want to mirror.
- a systemic, systematic, intensive, and interdisciplinary desire to diversify.

QUESTIONS THAT NEED TO BE ASKED TO ACHIEVE THIS GOAL INCLUDE:

- How is building diversity not simply a marketing issue?
- How is this goal realized through high quality hiring rather than simply a high number of hires?
- What are the risks and whom might we alienate by increasing our diversity?
- How representative is our faculty, staff, and administration currently?
- Do "I" see diversity? How do we make this happen?
- How can we tie into multicultural programs and resources on campus?
- Up until now, what have we valued more than diversity?
- What does our behavior suggest we care about instead of diversity?
- What assumptions do we need to challenge?
- What do we need to learn or relearn?
- What other places have accomplished this goal? What can we learn from them?





THE MEASURES OF SUCCESS FOR THIS GOAL INCLUDE THAT:

- Wichita State University's diversity—in staff, faculty, and students—mirrors the race and gender diversity of the United States.






Note: The President's Diversity Council should continue to be the lead this work. There is good representation internally and with external partners. Determining assistance they might need for stakeholder feedback, work plan development or clarification to the strategic goal would be the first step. There is no need to create another committee, but through stakeholder engagement may be provide additional ideas or determine if there are any unmet needs.

Answer the crucial conversation questions and conduct a SWOT analysis.







STRENGTHS ANALYSIS: Internal factors that are likely to have a positive effect on achieving the strategic goal

-  What activities do we do well related to this goal?
-  What qualities of this goal separate us from other universities (especially peer and aspirational universities)?
-  What internal resources do we have to accomplish this goal?
-  What tangible assets do we have that help accomplish this goal?

WEAKNESSES ANALYSIS: Internal factors that are likely to have a negative effect on achieving the strategic goal

-  What do we lack to accomplish this goal?
-  What do other universities do better than us related to this goal (especially peer and aspirational universities)?
-  What do we not do well that is holding us back from accomplishing this goal?
-  What internal resources are we lacking to accomplish this goal?
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-  What trends in higher education support this goal?
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-  What in the social environment supports this goal?
-  What demographic changes support this goal?
-  What funding supports this goal from the state and other possible sources?








THREATS: External factors that are likely to have a negative effect on achieving the strategic goal

- What trends in higher education do not support this goal or make accomplishment of this goal challenging?
- What economic trends (local, regional, and national) do not support this goal or make accomplishment of this goal challenging?
- What in the political environment does not support this goal or makes accomplishment of this goal challenging?
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CREATE A NEW MODEL OF ASSESSMENT, INCENTIVE AND REWARD PROCESSES TO ACCOMPLISH OUR VISION AND GOALS.

To accomplish the vision, mission, and goals laid out in this strategic plan, the assessment, incentive, and reward processes at Wichita State University must be transformed. The elements we say we value—seizing opportunities, success for all stakeholders, diversity, adaptive approaches, teamwork, and positive risk-taking—require an integrated reward system that breaks down silos (i.e., insularity) that exist across colleges. This new model is a culture change rather than simply a paper process change. The intent is not to create more paperwork or new administrative positions but rather to get the existing administration committed to spearheading a fundamental culture change.





THE ACHIEVEMENT OF THIS GOAL WILL REQUIRE:

-  reconfiguring the criteria for tenure and promotion to become transparent, consistent, and universal across colleges.
-  rethinking how administrators are evaluated.
-  rethinking how staff are evaluated.
-  developing incentives and rewards for interdisciplinary work.
-  rethinking who gets credit for teamwork and interdisciplinary approaches.
-  increasing incentives for service.
-  addressing pay inequities among departments.

QUESTIONS THAT NEED TO BE ASKED TO ACHIEVE THIS GOAL INCLUDE:






-  Do we follow clear tenure and promotion criteria? If not, why not?
-  Do we need to consider moving away from a traditional tenure and promotion process to accomplish our goals?
-  What changes are needed to assessment, incentive, and reward processes for staff and administrators to accomplish our vision and goals?
-  What resources and incentives are available to us to make these goals happen?
-  Are we reinforcing the behavior needed to achieve these goals?
-  Will this change the people we hire and how marketable they are?
-  How do we not punish but rather create incentives for interdisciplinary work?

THE MEASURES OF SUCCESS FOR THIS GOAL INCLUDE THAT:







-  tenure and promotion processes are aligned with this strategic plan.
-  assessment, incentive, and reward processes for all positions are aligned with this strategic plan.
-  every assessment, incentive, and reward is linked to our professed values that reinforce behaviors needed to achieve these goals.
-  the other goals in this plan are successfully accomplished.

Answer the crucial conversation questions and conduct a SWOT analysis.







WEAKNESSES ANALYSIS: Internal factors that are likely to have a negative effect on achieving the strategic goal

-  What do we lack to accomplish this goal?
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-  What trends in higher education do not support this goal or make accomplishment of this goal challenging?
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-  What funding from the state and other possible funding sources are at risk in accomplishing this goal?

APPENDICES

ACT RESOURCES & LEADERSHIP DEVELOPMENT TOOLS

SWOT

ASSET MAPS

LEADERSHIP GLOSSARY

COMMITTEE ROSTERS